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Boston Redevelopment Authority

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BOSTON REDEVELOPMENT AUTHORITY
City Hall - Room 512
Boston, Mass. 02201

May, 1984

Robert J. Ryan, Director
Robert L. Farrell, Chairman
Joseph L. Walsh, Vice Chairman
James K. Flaherty, Treasurer
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Kane Simonian, Secretary

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May 1984

The BRA is looking forward to a busy year in Fiscal 1985. I expect the Authority will continue to play an active role in the development selection, growth policy, and community development issues facing Boston.

A summary of the Authority's organization and activities for fiscal year 1985 has been developed to assist people in understanding its role. Also included are a summary budget for 1985 and several charts which highlight the results of Authority activity in the last few years. As the first graph indicates, the Authority's administrative budget has been reduced from a high of \$10 million in 1980 to the 1985 level of \$8.2 million. Even with a 17% reduction in its budget, the Authority has continued to play a major role in focusing development in the City by more efficiently using resources and concentrating on targeted activities.

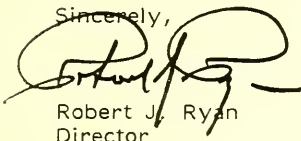
As the other charts indicate, the Authority's activities annually provide a significant return in increased tax revenue for the City and jobs for City residents. From 1981 to 1985 it is projected that the cumulative new taxes generated will be \$113 million and the permanent jobs created will be 66,000. The listing of specific activities for the Development Department indicates some of the development projects to be reviewed in 1985. The new tax revenues generated by this activity is expected to be \$26 million, more than five times the budget request of the BRA.

In neighborhood/community development activities, the Authority expects to see action in several areas as a result of previous planning activities. These areas include Columbia Point, South End, Charlestown Navy Yard, Campus High/Eliot Square, Waterfront/Long Wharf, and South Station. These are summarized in the specific activities section for Community Development.

The Authority will also be continuing its work on the "Boston Tomorrow" series on development in Boston. In fiscal 1985 specific guidelines will be released for development districts in Boston. The Research Department will be continuing its work on forecasting economic activity in the City and the impact that activity has on taxes, jobs and housing.

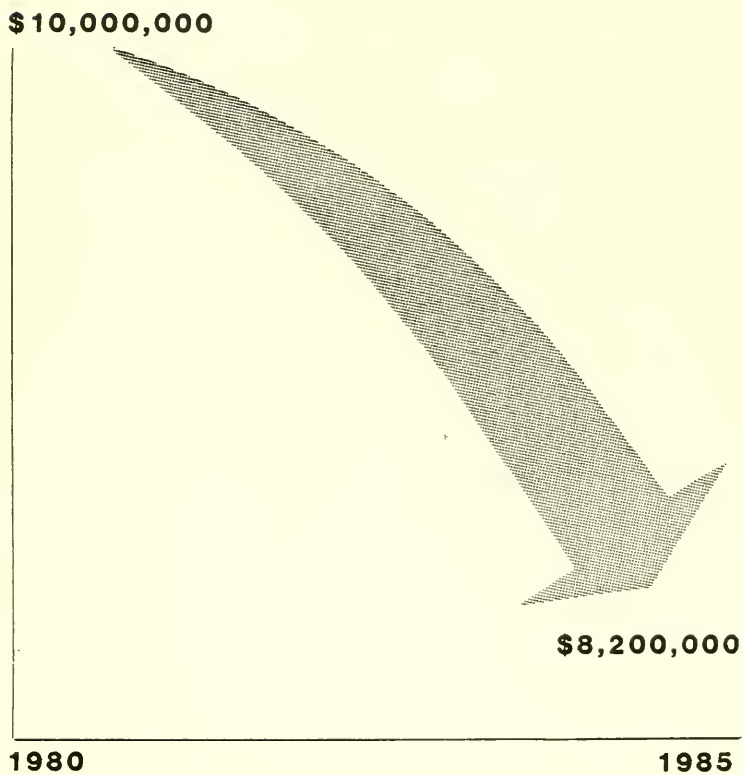
In sum, this is an aggressive agenda of activities for the future well being of the City. I hope that you will be supportive of the Authority's budget request for this next fiscal year.

Sincerely,



Robert J. Ryan
Director

BRA ADMINISTRATION BUDGET



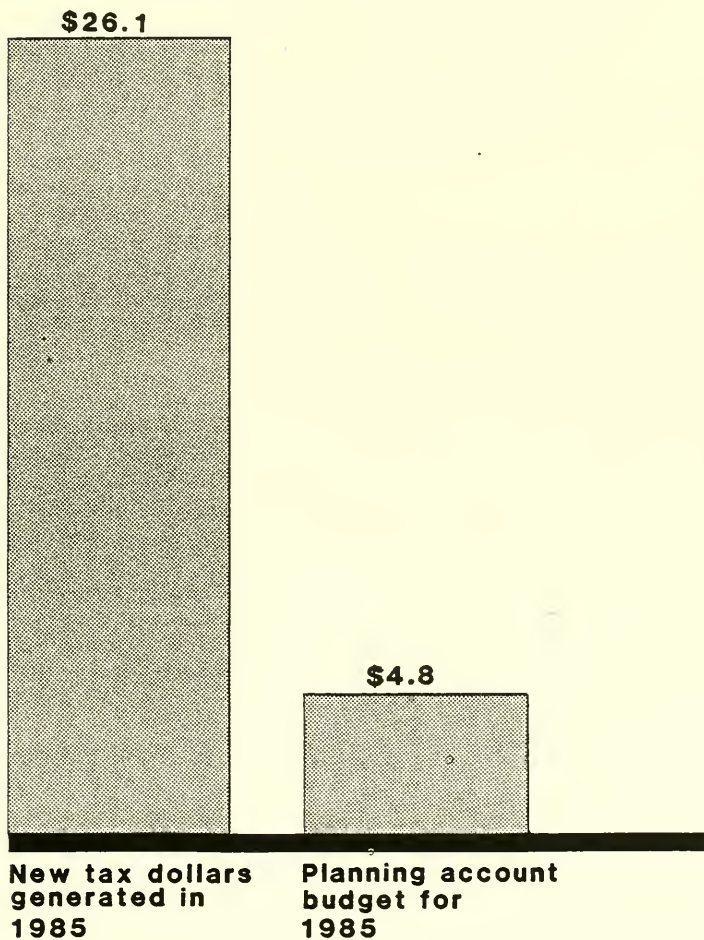
BOSTON REDEVELOPMENT AUTHORITY

1985 ADMINISTRATIVE BUDGET

	<u>TOTAL</u>	<u>PLANNING ACCOUNT</u>
PERSONNEL (including Fringe)	\$7,120,000	\$4,198,000
NON-PERSONNEL	630,000	267,000
PROFESSIONAL SERVICES	450,000	310,000
TOTAL	\$8,200,000	\$4,775,000

RETURN IN TAX DOLLARS

(IN MILLIONS)



The BRA returns more than \$5 in annual taxes for each \$1 invested

ORGANIZATIONAL SUMMARY

ROBERT J. RYAN, DIRECTOR

Susan Allen, Deputy Director for Development Policy and Planning
Christopher Carlaw, Deputy Director for Development
Richard Garver, Deputy Director for Community Development
Peter Stam, Deputy Director for Finance and Administration
Paul McCann, Executive Assistant to the Director

BOSTON REDEVELOPMENT AUTHORITY BOARD

Robert L. Farrell, Chairman
Joseph J. Walsh, Vice-Chairman
James K. Flaherty, Treasurer
Clarence J. Jones, Vice Treasurer
William A. McDermott, Member
Kane Simonian, Secretary
Robert J. Ryan, Director

RESPONSIBILITIES

The BRA plans and manages the physical development process for the City. With its mandate as the City's planning agency, the BRA prepares and implements development policies, conducts research necessary to formulate programs of action, and initiates plans and special projects to develop parts of downtown.

As the City's development agency, the BRA administers the development review process. It evaluates applications for Chapter 121A developments, Planned Development Area applications, and all petitions to the Board of Appeal. The BRA also solicits and reviews proposals to develop BRA and City-owned property. In addition, the BRA has the authority to administer the state-assisted Commercial Area Revitalization District program and to apply for federal Urban Development Action Grants.

A third role of the BRA is to facilitate and implement the development process. Responsibilities in this function include engineering, land acquisition, management, and disposition; and coordination of large-scale mixed-use projects in Urban Renewal Areas.

NUMBER OF EMPLOYEES

175 Full Time
18 Building Service

DEPARTMENT ORGANIZATION

Director's Office (Robert J. Ryan)

Includes the department of Personnel, Public Information and Contract Compliance and the Office of the Director of the Authority.

Community Development (Richard Garver)

Administers the Authority's Urban Renewal Projects and development areas. These include the thirteen original project areas, as well as newer projects, including Copley Place, North Station, the Charlestown Navy Yard and Columbia Point. Each project is administered by a Project Director who is responsible for the execution of all elements of the project plan, and for the involvement of community and neighborhood participants.

Property Management

Responsible for maintenance and management of buildings and land the BRA has acquired. In addition, the Property Management department frequently inspects all BRA-owned properties to eliminate conditions which might be hazardous or detrimental to the surrounding area.

Development (Christopher Carlaw)

Reviews public and private development proposals and the disposition of publicly held property. Analyzes both the development costs, revenues, and financing structure of proposals, evaluates the need for public subsidies, and the financial feasibility of development projects. Administers the Commercial Area Revitalization District program and prepares the financial submission portion of Urban Development Action Grants proposals.

Development Policy and Planning (Susan Allen)

Responsible for the preparation and implementation of development policy and regulations. Includes departments of development policy, design, transportation, research, and environmental analysis. This department provides technical services to other departments in the review of development proposals and prepares plans for future development.

Urban Design

Guides development of the physical environment of the City. BRA architects formulate guidelines for specific developments and/or areas and also carry out design review of development proposals. Applications for 121A developments, Planned Development Areas and all petitions to the Board of Appeal are also reviewed by the Urban Design staff.

Transportation

Assesses the traffic impact of development proposals, prepares plans and policies related to circulation and parking in Central Boston, and works with agencies at all levels of government on transportation projects citywide.

Research

Collects information on and analyzes population, economic and fiscal characteristics of the city. Also, carries out background research studies useful for planning and development. Information developed is used by the City Council, City Departments and outside interest groups, as well as by the Authority.

Finance and Administration (Peter Stam)

Includes the functions of accounting, xerox services, graphics, support services, budgeting, and data processing. During 1982 and 1983, the Authority brought on-line a fully automated accounting system which has assisted in the management and utilization of funds available to the Authority, and has prepared financial statements audited to Generally Accepted Accounting Principles (GAAP) standards.

Executive Director (Kane Simonian)

Manages the business relocation, engineering, and real estate functions of the BRA. Administers land clearance, demolition and construction contracts in renewal projects. Acts as liaison between the BRA and other agencies and utility companies responsible for inspections and appraisals.

Engineering

Land clearance, street improvement, demolition and construction contracts, and all other public improvement work in renewal projects are supervised by the Engineering Department. BRA engineers also act as liaison between BRA and other City departments, state agencies, and public utility companies in matters relating to street alignment, utility relocation or street lighting.

Real Estate

The Real Estate department handles all aspects of land acquisition. It inspects properties scheduled for acquisition, obtains appraisals to determine fair market value for properties and negotiates with owners to settle on a sales price.

Special Projects and Planning (Philip Zeigler)

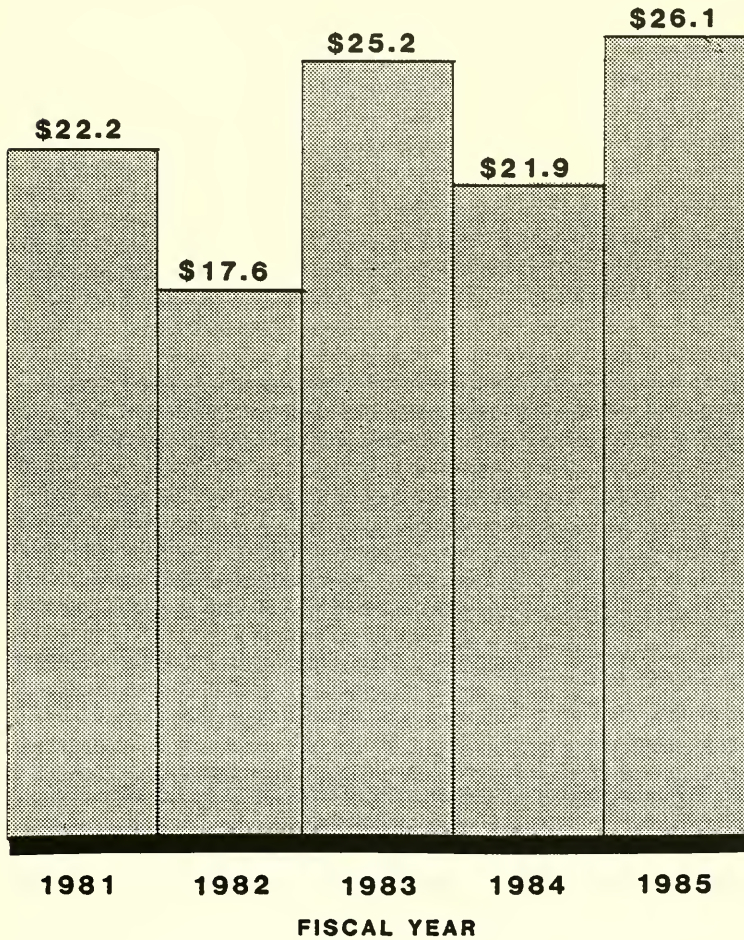
Provides a wide range of planning studies, and formulates plans which later become development programs for certain sections of the City. The Zoning staff reviews and makes recommendations on petitions for conditional use permits, variances and exceptions that come before the Board of Appeal, and amendments to the City's Zoning Code.

Legal (Arthur Shea)

Provides legal services related to BRA activities, such as property disposition, federal grants, leases, development negotiations, and internal personnel matters.

**ANNUAL INCREASE IN TAX BASE /
COMPLETED DEVELOPMENT**

(IN MILLIONS)



FISCAL YEAR 1985 SPECIFIC ACTIVITIES

DEPARTMENT: DEVELOPMENT POLICY

DIVISION: POLICY

Specific Activities

1. General development policies for Central Boston - "Boston Tomorrow" is a major planning activity of the BRA aimed at establishing new guidelines and regulations for development in Central Boston. Based on public input and professional staff work, this project will address many of the design, economic, environmental, and neighborhood issues which face the City as a result of continuing growth. General policies will be prepared and distributed which will provide a framework and guide for the activities described in items 2-6, as described below.
2. Policies identifying growth areas based on capacity analysis - an overall map of the downtown will be prepared which will indicate the City's priority areas for new development. This map will be based on public input, urban design considerations, infrastructure capacity, and economic feasibility.
3. Microclimate regulations for shadow, wind and air pollution - performance standard regulations are being prepared for the analysis of the shadow, wind, and air pollution effects of new development. All major development proposals before the City would be reviewed under these regulations.
4. District design studies and development policies - Central Boston will be considered in approximately seven separate districts for the purpose of preparing detailed design guidelines for new and rehabilitated development. Extensive inventories will be conducted in each district and a citizens review committee will be formed to work with the City.
5. Capacity study for downtown - an analysis of the capacity of available land for new development is being conducted. This will be one of the issues for consideration of zoning revisions in the downtown.
6. Preparation and monitoring of housing linkage home rule legislation - following the adoption of the Housing Linkage zoning amendment in December 1983, administrative procedures are being developed for the reviews mandated by the ordinance. In addition, new legislation is being considered relating to the establishment of a Housing Trust to administer Linkage proceeds.
7. Public meetings to review development policies and regulations - a central focus of the Boston Tomorrow project will be public review and discussion of proposed policies and regulations developed in the activities described above. BRA staff will organize and staff these meetings.

DEPARTMENT: DEVELOPMENT POLICY

DIVISION: RESEARCH

Specific Activities

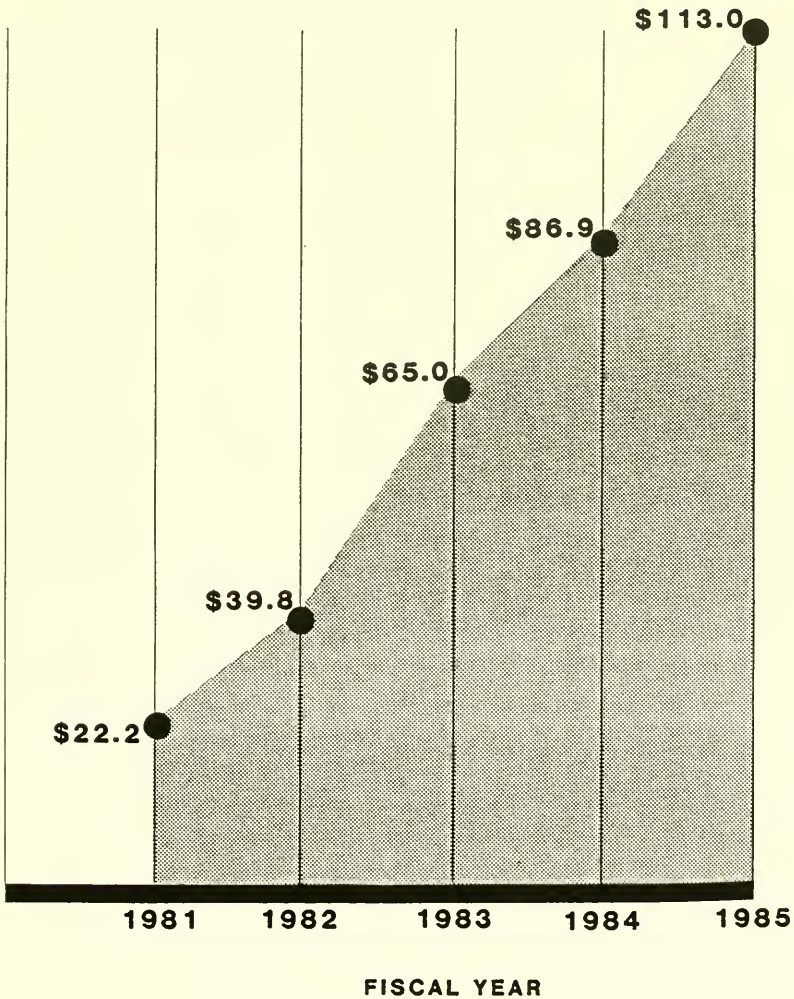
- A. Neighborhood socio-economic profiles, useful for planning, and focusing on electoral district neighborhoods and sub-neighborhood areas, will include analytic information on demographic change, including income, education, and household composition, housing market trends and housing conditions, employment and economic base, infrastructure planning and needs, private development investment, commercial center prospects, commuting patterns and transportation needs, health and human services conditions, and public safety.
- B. Housing market analyses, by neighborhood, will be undertaken to help provide an assessment of neighborhood conditions, revitalization needs and prospects. This will include analyses of 1970-80 demographic and housing changes, measures of residential property market value trends, an analysis of the impact of residential property revaluation and classification on home purchase and fix-up incentives, a review of new construction condominium conversion, and the operation of the range of housing initiatives for housing rehabilitation and new housing, and a survey of real estate market trends.
- C. An extensive analytic information base on public infrastructure planning and needs, by electoral district and neighborhood sub-areas, will be prepared, drawing on the extensive infrastructure expenditure and finance analysis currently underway. A review of recent patterns and current programs for expenditure for community facilities, public works, transportation, commercial center development, public housing and assisted housing, in relation to the needs of the population will provide basic information useful for neighborhood planning.
- D. Monitoring of private development investment and the fiscal and employment impacts, including the provision of construction jobs and permanent jobs, and the effect on the growth of Boston's property tax base and tax levy yield.
- E. Analysis of the "State of the Boston Economy", in relation to that of the Metro Area, State, New England Region and Nation, identifying the impact of the recent and current extraordinary private development investment and structural change on the City's economy and future prospects. Up-to-date information and analyses would be provided on employment and population, private investment and public infrastructure, neighborhood and housing changes, fiscal policy and the role key public sector programs, trends in office, hotel, retail, and industrial development, and institutional change. The "economy" component of the Official (Disclosure) Statement for the issue of long-term General Obligation Bonds for infrastructure investment would be prepared as needed.
- F. Projections of the Boston economy would be revised and updated to 1995 in line with newly available long-term projections of the national economy, regional economic trends, and the significance of the extraor-

dinary private development investment recently completed and scheduled over the next several years, and the related transformation and growth of the Boston economy.

- G. Development of an on-line, computer-based econometric model of the Boston economy for analysis and projection of trends and goals. The Authority's recognized leadership in the analysis of the Boston economy would be enhanced through the adoption and perfection of state-of-the-art analytic techniques (begun in FY1984).

FIVE YEAR CUMULATIVE INCREASE IN TAX BASE/ COMPLETED DEVELOPMENT

(IN MILLIONS)



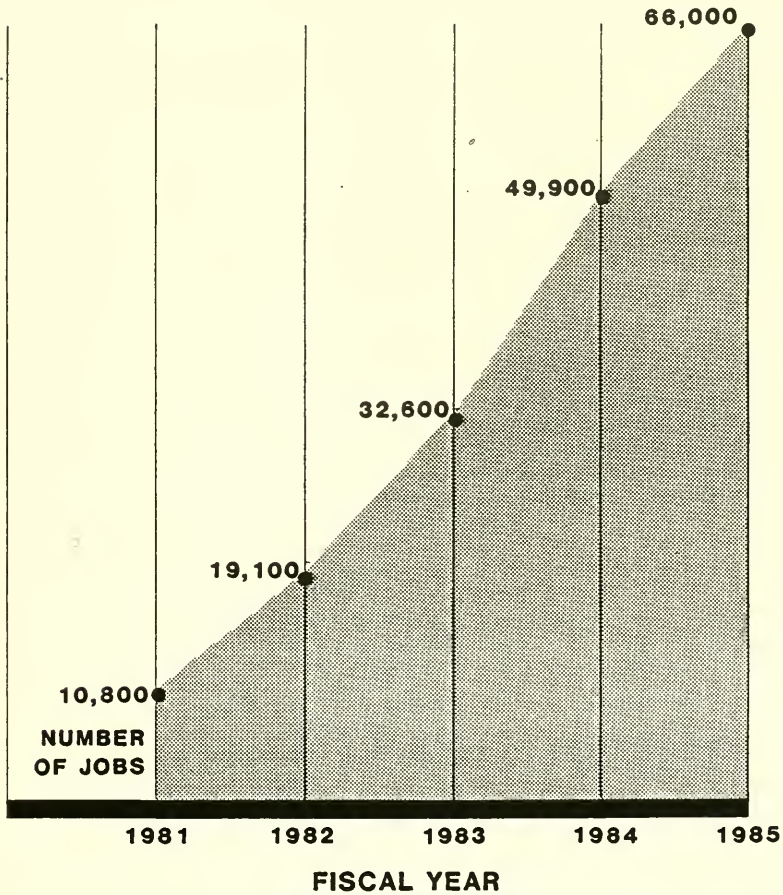
DEPARTMENT: DEVELOPMENT

Specific Activities

The following activities are expected during fiscal 1985. In addition, there are likely to be an equal number of new development projects which have not yet been presented to the Authority for review, comment and/or approved.

- o Continued involvement in the review of the Rows/Fosters Wharf proposal to take it to final designation and lease commencements.
- o Continued involvement in the review and negotiations of 121A for P.O. Square Garage proposal with the Mayor's Office.
- o Continued involvement in Fort Hill Square, St. James and Kilby Street Garages review to bring to final designation.
- o Provide financial feasibility assistance to the Tent City site until a successful proposal is in place.
- o Renewed involvement in plans for a New Arena.
- o Review of the Ingall's office building proposal in Back Bay.
- o Preparation and implementation of a South End CARD.
- o Preparation and implementation of a Commercial Palace District CARD.
- o Review of the United Shoe Machinery/150 Federal St. office building proposal.
- o Review of Broad Street Proposal with Landmarks Commission.
- o Parcel P-7 Theatre District CARD project review and lease negotiations.
- o Charlestown Navy Yard
Bldg. 149/199 UDAG terms and lease negotiations.
- o East Boston Piers development planning work.
- o Selected financial feasibility assistance to major neighborhood multi-use projects, i.e. Mattapan State Hospital.
- o Financial feasibility analysis and assistance to Columbus/Tremont Mixed Use proposal for BRA buildings.
- o Supervision of the preparation of design and development guidelines for Sargent's Wharf.
- o Supervision of the preparation of design and development guidelines for Park Plaza III site.

**FIVE YEAR CUMULATIVE INCREASE IN PERMANENT
JOBS FOR COMPLETED DEVELOPMENT**



DEPARTMENT: COMMUNITY DEVELOPMENT

Specific Activities

SOUTH STATION URBAN RENEWAL PROJECT

Overview

Over the long-term South Station is seen as a very important step in attracting high-technology businesses into the City. Located between, and with easy access to, the Teradyne and Wang plants and the new Boscom Computer Trade Mart, South Station is the ideal location for high-tech manufacturing and related support services such as legal, advertising, design, and software development.

In total the project will contain over 1,000,000 square feet of private development costing (and paying taxes on) more than \$120,000,000. Some 3,600 people will work in the complex. Half of those, or 1,800 employees, must be Boston residents. The construction workforce will be approximately 2,600 with 26,364 work-months and a payroll of \$80,000,000.

Activities Underway

1. Formulation of the development program has been in progress for the past two years. The South Station project will serve as the main surface transportation facility in Boston. It will serve rail, bus, subway, and automobile travelers and commuters. To take advantage of this excellent access the BRA has planned for a 12-story, 400,000 square foot office building, a 600-room conference center hotel, and 250,000 square feet of high-tech manufacturing space to be built on top of the transportation center. The MBTA will develop a mid-sized commercial and office center in the old Head House. In addition, the complex will provide approximately 1,700 badly needed parking spaces.

Activities Planned for 1984 & 1985

1. South Station, after years of design and negotiation, is ready to break ground during the 1984 construction season. Prime responsibility for construction belongs to the MBTA. The BRA is owner and developer of the air-rights. MBTA construction plans, negotiated with the BRA provide for this air-rights development. State and Federal funding has been obtained to pay for \$7,000,000 of the costs associated with the BRA air-rights development. A \$4,000,000 grant application prepared by the Project Director is before the State. A Loan Order request of \$2.3 million was just approved by the Council to match a recently received Federal grant.
2. The BRA's consulting architect will undertake work to design the public and utility system interfaces between the BRA components and the transportation components. Working with the MBTA, we have prepared a funding application that when approved will provide the BRA \$200,000 for that work.

SOUTH END URBAN RENEWAL PROJECT

Overview

The South End Urban Renewal Plan initiated in 1965 began its development after a lengthy process involving unprecedented levels of neighborhood participation. The plan called for maintaining the heterogeneous population mix of the South End by both, new construction and rehabilitation of low-income family housing. Moreover, the massive up-grading of the South End has encouraged an even larger conventionally financed housing rehabilitation effort.

The redevelopment of the neighborhood's infrastructure has not been limited to replacement of sewers and sidewalks, but also provided new lighting and landscaping. In addition, a new school, library, parks, pollution abatement and flood control facilities have been built. The construction of a new settlement house and the expansion and rehabilitation of hospital facilities also provide services to the community.

Activities Underway

1. The Authority is reviewing proposals to produce below-market rate housing in a number of BRA-owned buildings, including sites on Clarendon Street, Warren Avenue, West Newton Street and East Concord Street.
2. In 1983, the BRA participated in the creation of a proposal for housing development of the Tent City site. The proposal was jointly prepared by a development team and the Tent City Corporation. The staff has made comments on a financing plan submitted separately by the Corporation and progress is hoped for in 1984.

Activities Planned for 1984 & 1985

1. The Authority will oversee the conveyance of properties leading to developments including:
 - a. St. Cloud Hotel Restoration
 - b. Chinese Nursing Home
 - c. New headquarters for YES, Inc.
 - d. New light manufacturing facility
 - e. Headquarters for the United Neighbors of Lower Roxbury
2. Public improvements about to commence include: Franklin Square Park restoration and the reconstruction of East Canton Street.
3. The City Council has approved a Loan Order request for \$2.6 million. These funds would be used predominantly to carry out reconstruction of the most badly deteriorated local streets.

LAFAYETTE PLACE URBAN RENEWAL PROJECT

Overview

Lafayette Place will provide 511 hotel rooms, 170 stores and restaurants and 1,300 parking spaces for public use. The complex will provide 1,470 jobs, of which at least 735 will go to Bostonians in accordance with current policies.

Lafayette Place will move downtown development south of Jordan's and represents the first new investment in the last declining area of the downtown. The combination of quality hotel and shops plus much needed parking will fill several deficiencies in the downtown commercial mix identified in the Downtown Planning Study. This project has already stimulated investor interest in the area (e.g., purchase of the Kresges Store). Its success or failure will have a major impact on future development south of Jordan's.

Activities Underway

1. Phase I of Lafayette Place is nearly complete and will open in three phases during 1984. The first section to open is the parking lot owned by the Real Property Department and leased to LPA, followed by the retail stores and the hotel. Two more phases based on options granted to the developer remain to be planned and approved.
2. The BRA will complete construction of Avenue de Lafayette, and rebuilding of Washington Street, Chauncy Street and Bedford Street in 1984.

Activities Planned for 1984 & 1985

1. Several public works projects required for the successful operation of the project, or required by the Tripartite Agreement will be completed or re-negotiated by the Project Director.
2. Phase II (The Hayward Garage Site) is expected to go into detailed planning and design early next year, and a UDAG application on behalf of the City or the Developer is likely. Early indication is that a UDAG request of between \$5-7,000,000 is likely to be favorably considered.
3. Phase III (the Boston Edison site) is under review by the staff.

CHINATOWN/SOUTH COVE URBAN RENEWAL PROJECT

Overview

The Chinatown project area includes Chinatown proper, the South Cove and Tufts New England Medical Center (T-NEMC) area, as well as portions of the surrounding Theatre District, Combat Zone and South End. The need to expand housing opportunities for Chinese families and to diversify the neighborhood's economic base are the two central issues in Chinatown. Co-existence with the Medical Center is of primary concern, as is the need to be actively

involved in the major development projects on the edges of Chinatown, such as Lafayette Place, South Station and the resurging Lower Washington Street (Center City) area. Chinatown has a need for all forms of capital improvements, such as streets, sidewalks, parks, and utilities. The need to improve traffic circulation and increase open space in Chinatown is critical.

Significant progress was achieved during the past year in creating a new relationship between Chinatown, Tufts and the Medical Center, which will address some of these issues.

Activities Underway

Current Activities

1. The staff is completing its review of the Tufts and Medical Center Masterplan. Review of major development activities will be conducted with the Chinese community, leading to the determination of T-NEMC's boundaries and general scope of development through 1992.
2. The BRA is working with the Chinese Consolidated Benevolent Association on its financial package to subsidize 150 units of Chinese housing on the 50 Herald Street site donated by Tufts as a result of BRA negotiations.

Activities Planned for 1984 & 1985

1. The Authority has initiated engineering intended to lead to mixed-use development over the Turnpike between the Surface Artery and Arlington Street. Particular focus is on determining the engineering and architectural constraints to develop 200-300 units of housing, up to 500,000 square feet of light manufacturing space and approximately a 250-300 car parking structure over the Turnpike between Harrison Avenue and Tremont Street-Shawmut Avenue. This project will involve coordination with appropriate State and Federal agencies.
2. Phase II, of the Hudson-Beach China Gate Park will be completed soon and design/engineering work should commence on Phase III, Edinboro Park, so that Edinboro/Kingston Street can be closed to Beach Street and a landscaped sitting area completed.
3. The Project Director is working with Don Bosco High School on a proposal submitted for construction of a new high school building and 240 units of rental housing, 40 units of Chinese family rental units and a 140-car garage. Upon approval of development, the school will begin in Spring, with housing to follow. Total development is estimated to cost \$27 million dollars.

NORTH STATION

Overview

The North Station Project was initiated three years ago to revitalize a 75 acre area north of downtown, which, after decades of decline, was blighted, obsolete, inappropriately developed and continuing to deteriorate. The area holds enormous potential for greater public and private benefit because of its proximity to the Government Center and the Financial District, its attractive location along the Charles River Basin and its extraordinary transportation service by commuter rail, Orange and Green Lines and direct connections to the interstate highway system via the Central Artery. The overall goal is to create an attractive mixed use area through substantial private investment and, where necessary, public expenditures which result in economic growth, job creation, housing, increased tax revenues and the provision of desired public facilities and amenities. The Authority's strategy has two basic components. The historic Bulfinch Triangle encompassing about 35 acres has been designated a Commercial Area Revitalization District as an incentive to attract private investment to rehabilitate existing structures and for in-fill construction. Currently two moderate sized buildings are being rehabilitated into first class office and commercial space. The area from Causeway Street north to the Charles River, encompassing some 40 acres, has been designated an Urban Renewal Project reflecting the need for extensive public improvement necessary to stimulate revitalization. The catalyst for the project is the new Federal office building.

Activities Underway

1. During 1983, the Community Development department completed preparation of the Federal site, conveyed it to the General Services Administration, and construction of the building is well underway.
2. Major street widening and reconstruction must be completed when the Federal building is ready for occupancy in 1986. This includes a section of Causeway Street and the extension of New Congress Street to Leverett Circle using current Merrimac Street, Lomasney Way and Martha Road. The Authority is currently seeking Urban Systems designation from the State. Project design is now 25% complete and it is anticipated that during 1984 the design will reach 75% completion.

Activities Planned for 1984 & 1985

1. The BRA is in consultation with the MBTA, which is planning to remove the Green Line elevated on Causeway Street and replace it with one of several alternatives under study. In addition commuter rail improvements are being planned for North Station. During 1984, it is expected that the preliminary engineering for these improvements will be completed and is expected to be accelerated with the recent pier fire that closed commuter service.
2. A new multi-purpose arena is proposed for Phase I of the North Station Urban Renewal Project. During 1984, it is expected that a detailed feasibility study for the construction of an arena will be completed under the aegis of the Massachusetts Convention Center Authority. The Project Director will be the point of contact with this effort.

3. Implementation of Phase II of the urban renewal plan covering the area from the Storrow Drive connector ramps north to the river requires the formulation of a more detailed plan. The staff will be working closely with Massachusetts General Hospital, MBTA, MDC and MDPW, and it is expected that Phase II planning will get underway in 1984.

CHARLESTOWN NAVY YARD

Overview

The Federal Government transferred ownership of over 100 acres of the Charlestown Navy Yard to the BRA in 1974. In 1978, the Authority designated Immobiliare of New England as developer of 1200 units in the residential portion of the Yard. To-date Immobiliare has developed 367 units of housing.

The staff obtained funding from the Economic Development Administration, HUD and the Department of the Interior to create a new street and public utility system in the Yard, as well as a major new 16 acre public park and public marina.

Activities Underway

1. Immobiliare currently has under construction 21 townhouse units located on the Yard's shipways.
2. The Authority designed a new Chelsea/Water Street access road from City Square to the Navy Yard. State and Federal grants were obtained to fund the road, which is now in construction.

Activities Planned for 1984 & 1985

1. Immobiliare, in partnership with the Barkan Construction Company, proposes to redevelop Building 103 into subsidized elderly housing. The Department has prepared an Urban Development Grant for \$1,650,000 to subsidize the project's rent levels. Depending on approval of the UDAG, construction could start in 1984.
2. The Authority designated the Congress Group as developer of Building 149 and 199. The objective for selecting a redeveloper is to create 750,000 square feet of office and manufacturing space, together with 1200 parking spaces serving the Yard as a whole. The BRA staff will participate in the design development phase of the project.

CHARLESTOWN URBAN RENEWAL PROJECT

Overview

During 1983 much of Charlestown activities consisted of completing review of various residential development proposals as well as some single family homes. Construction drawings for the reconstruction of Main Street were submitted to

the Massachusetts DPW for Urban Systems approval. Contract W-2, a street and sidewalk reconstruction contract for Baldwin, Oak, Auburn, Amory and Albany Streets, was awarded.

Activities Planned for 1984 & 1985

1. Since approval to begin final design of City Square highway improvements is expected by the Massachusetts DPW, staff will commence its role in the preparation of the final plans to assure maximum development benefits as well as insuring a development continuity between the Charlestown community and the Navy Yard. Redevelopment sites created by the new roadway are expected to total 10 to 13 acres.
2. Plans for reconstruction of Main Street have been prepared by the BRA and submitted to the State for funding. A public hearing and final approval are expected in 1984.

WASHINGTON PARK

Overview

Most of the project improvements, housing developments and institutional developments have been completed. There remain, four major vacant parcels for residential development. On two of these sites, construction will begin in 1984. Ongoing attention will continue in the Grove Hall area for commercial revitalization along Blue Hill Avenue and for some of the much smaller vacant residential and sideyard parcels throughout the Urban Renewal Area that are not yet designated.

Some of the Washington Park project's previous developments dating back some 10-15 years ago are under a period of readjustment. New ownerships, better maintenance programs, and new management should result in an improvement to this general problem.

Activities

On August 5, 1982 the Authority adopted a resolution tentatively designating Conkling Development Corporation for construction of 100 units of low cost sales housing on Parcels 1-2, A-3, and J-5C. Final Designation was voted recently for the first phase construction. The developer found the unit cost by the manufacturer was too high to allow each home to be sold for \$60,000 or less, and is currently in pursuit of another company to lower the cost. A change of the final designation will be reviewed by the Project Director when the new proposal is definite and design review is complete. Three more phases will follow if the first phase is successful creating approximately 72 new units of sales housing.

Activities Planned for 1984 & 1985

1. The following is a list of tentative designations that, if the developers are able to secure financing, will be prepared in the coming year.

- a. Parcel A-5 - Developer - Pasadena Construction Company, Inc.
Proposed 22 units of low-moderate income housing
 - b. Parcel h9B - Developer - John B. Cruz Construction Company
Proposed 56 units of Section 8 elderly housing
 - c. 3-11 Washington St. - Developer - Prince Hall Development
Corporation - proposed commercial rehab.
 - d. 483-485, 470-476 Blue Hill Ave., 8-12 Geneva Ave.,
651-663 Warren St. - Developer - Neighborhood Economic
Development Council, Inc.
- Proposal - Commercial
development
2. The staff will address parcels not yet designated for development and development proposals for the commercial area of Grove Hall which may need to be modified. Some of the current proposals which call for rehabilitation may require demolition and new construction. NDEA will be assisting with proposals for the Grove Hall area.

KITTREDGE SQUARE

Overview

Kittredge Square is a small residential project located between historic John Eliot Square and a Revolutionary War Fort. The residential properties provide a cross section of suburban architecture covering the period of 1830-1900. Over the past four or five years, progress has been made by individuals and major developers in renovating and restoring some important historic residential structures creating a neighborhood comeback with new home ownership and housing units.

The Authority will continue to promote this activity in the coming year. There has also been an increased interest by developers in constructing new residential housing units on vacant parcels.

Activities Underway

1. Last summer the staff met with local neighborhood groups and city departments to discuss a housing program and vacant land planning. Contact will continue with these groups as development proposals are submitted to the Authority for community input.
2. At the end of December 1983 the BRA advertised for rehabilitation proposals to renovate vacant property at 14-20 Linwood Street and 8 Alvah Kittredge Park. By the end of 1984, fifteen renovated units of housing will be completed.
3. The prospects for retaining 20-22 Dorr Street, a building scheduled for demolition, are being reviewed with local developers and community representatives.

Activities Planned for 1984 & 1985

1. In the coming year it is anticipated that five additional vacant structures will be advertised for rehab proposals, two structures on Morley Street and three structures on Highland Street.
2. The BRA will complete the grant/loan agreement with the owner of the Edward Everett Hale House, leading to the restoration of this National Landmark property in 1985.

CAMPUS HIGH URBAN RENEWAL PROJECT

Overview

The Campus High School Project has produced over 500 units of housing as well as a 2500 student school. For the next year attention will be focused on the development and land use planning of parcels resulting from the realignment of Roxbury Street under the second phase of New Dudley Street improvements.

Activities Underway

1. The BRA is carrying out engineering for the concluding phase of New Dudley Street. On State and Federal approval of final plans, the Commonwealth will carry out the land takings and provide funding for this \$3 million project.
2. Planning and design are underway for improvements to John Eliot Square. The result of this project will be a safer and more efficient pedestrian and traffic flow. It will also create an improved appearance to the square by widening the sidewalks and providing attractive street furniture.

Activities Planned for 1984 & 1985

1. The John B. Cruz Construction Company just received final designation to renovate nine buildings known as the Cox Building into 31 units of MHFA Section 8 low-moderate income housing with 2,000 square feet of office space. The staff will continue to monitor progress to insure the satisfactory development of this historically significant site.
2. A vacant parcel of land at the corner of Shawmut Avenue and Roxbury Street has been reserved for a new post office. It is anticipated that the State will make a taking of the present post office site on Roxbury Street in 1984. When this occurs, the BRA will conduct negotiations on a development proposal with the U.S. Postal Service. It is the intention to retain the post office in the community.

COLUMBIA POINT PENINSULA REVITALIZATION PROJECT

Overview

For some years the Community Development Department of the BRA has been working with the Boston Housing Authority, the Columbia Point Community Task Force, Inc. and others on plans for the comprehensive revitalization of the Columbia Point peninsula. In the last two years important elements of those plans have taken on reality and remarkable progress has been made towards creating a new Columbia Point community. The renovation of the nearly vacant Bayside Mall into the Bayside Exposition and Apparel Centers, and its successful operation over the last year has been critical to positive momentum at Columbia Point. The BRA, BHA and the Task Force have recently designated a joint venture development team to redevelop the Columbia Point public housing project site into a new mixed-income residential community.

Activities Underway

1. The designated development team, the BHA and BRA and other parties are hard at work trying to put the necessary pieces in place so that demolition of existing buildings can start by Summer 1984 and site preparations, by Fall 1984. Since this unique project requires the constant participation of the two public agencies, the Project Director is heavily involved in every aspect of this development: the identification and seeking of substantial subsidies from State and Federal agencies; design review; social services and relocation planning; review of interim and permanent management plans; investigation of site conditions; coordination with other peninsula development and activities, etc.
2. The staff prepared a two-phase \$25 million UDAG in 1982 to assist both in the development of Bayside Expo Center and in the renovation of the housing project. It received an initial award of \$3.5 million for Bayside and related public improvements.
3. The City, through the Parks Department, owns a 13.5 acre piece of the 50 acre parcel offered to the private developer. There are a number of legal and financial hurdles which have to be overcome before this parcel can be made available to the developer. The staff is making an effort to work this situation out in a timely fashion and in a manner acceptable to all the relevant parties.

Activities Planned for 1984 & 1985

1. There are several vehicular and pedestrian improvements which need to be made at the entrances to Columbia Point and within the peninsula itself. The Phase I UDAG award includes funds for these public improvements and engineering consultants to the BRA are working on plans with intentions of starting construction in Spring 1985. The BRA will probably seek additional funds for remaining circulation improvements, perhaps in the Phase II UDAG or from other State and Federal programs.

2. Bayside Associates, the developer of the Expo and Apparel Center, plans to develop the entire site over the next few years with construction starting in 1984 for an office/apparel center. The staff is working with the developer on a master plan for the site acceptable to all parties. In addition, the Authority continues to monitor closely construction and permanent employment at Bayside for compliance with City goals as part of its UDAG responsibilities.
3. The BRA filed an amended UDAG application of \$20.5 million in the spring of 1984 for Phase II improvements. If awarded in the summer, the Coordinator would then oversee the numerous legal agreements between HUD, the BRA, and the developer needed to expend the funds.

DOWNTOWN WATERFRONT AND GOVERNMENT CENTER

Overview

The Downtown Waterfront and Government Center Urban Renewal Projects initiated the revitalization of downtown Boston some 20 years ago. The Faneuil Hall Marketplace, Waterfront Park, the Government Center, and hundreds of units of new and rehabilitated housing are some of the benefits which have resulted. More than a billion dollars of private investment has been stimulated by the success of these projects. Their implementation will continue for the foreseeable future.

Activities Underway

1. Marketplace Center at State and Commercial Streets. Cost \$60 million; contains 270,000 square feet office space; 74,000 square feet retail; and 123 cars in an underground garage. The BRA is coordinating extensive public improvements provided by the developer, including walk-to-the-sea and under-artery improvements. Completion is expected in the Spring of 1985.
2. Jenney Building Restoration, 150 Milk Street. Cost \$2.3 million; general office and business uses. Developer will spend \$150,000 on outside public open space improvements, coordinated by the Department. Completion is expected in the Summer of 1984.
3. Long Wharf Phase I. Cost \$1.65 million; includes wharf reconstruction and development of public open space and docking facilities. Work is underway. Future phases are expected to be funded by a recently approved \$9 million state capital improvements bond authorization.

Activities Planned for 1984 & 1985

1. Atlantic Avenue Phase III. Between Commercial Wharf and Eastern Avenue. Cost \$1.3 million. The project consists of street and sidewalk reconstruction, trees and lighting. Construction will start in 1984.
2. Parcel 7 Hotel, Haymarket Square. The project includes 35 stories; 460 rooms; and 210 covered parking spaces. The cost will be \$71 million. Construction will start in late 1984. Extensive coordination with the MBTA is required.

3. Rows/Fosters Wharf, Atlantic Avenue. The project includes 265,000 square feet office space; 150 condo units; 160 hotel executive suites; 25,000 square feet retail including public boat terminal; and 450-500 parking spaces. Construction will start in late 1984.

FENWAY URBAN RENEWAL PROJECT

Overview

Most major redevelopment activities and project improvements have been completed. Attention is now focused on institutional expansion, zoning, housing matters and the economic rebirth of commercial areas.

Activities Underway

1. The BRA is working with the Fenway CDC on various proposed housing developments. Currently, the CDC has submitted an application to the Housing Partnership which provides for the rehabilitation of two buildings totalling 60 units. CDC has also been designated as co-developer with OKM Associates, for the redevelopment of the Girls Trade School on Hemenway Street into 48 units of housing.
2. A proposal to provide a permanent sidewalk and landscaping for the sidewalk area running the length of Church Park housing on Massachusetts Avenue is under design review.
3. Church Realty Trust of Christian Science Center has hired a consultant to conduct a study that will determine the future use of several properties owned by the Church. The properties are located at 154-174 Massachusetts Avenue and 7-9 Belvidere Street, 34 Dalton Street and 62-70 St. Germain Street. Mixed use development, including residential, retail and office space will be considered. The staff will review recommendations from the Church. Community review will also be conducted.

Activities Planned for 1984 & 1985

1. Northeastern University has submitted a draft master plan to the BRA. Project staff is working with the institutional planner on review of this plan. Additional information has been requested and community process for input will be established when the level of information provided is sufficient for discussion of policies and options.

BACK BAY

Overview

During the past twelve months the Authority's activity in Back Bay has focused on three major efforts in addition to Copley Place: St. James Avenue Garage Parcel and adjoining Boylston Street block; Copley Square redesign and design competition; and the Prudential Center masterplan.

Activities Underway

1. On December 8, 1983, the St. James Avenue Garage parcel and adjoining Boylston Street block were tentatively designated for redevelopment by the joint venture of New England Life Insurance Company and Gerald D. Hines Interests.
2. The Copley Square redesign was encouraged by the efforts of the Copley Square Centennial Committee, a public/private cooperative approach to redesigning Copley Square. The BRA administered a \$100,000 NEA grant to conduct a national design competition, having as its basis a program outlined for uses in the Square approved by the Copley Square Centennial Committee. On December 12th, 1983 the two-stage design competition was advertised nationally as well as with direct mailings of a design brochure to approximately 4,000 designers nationwide. Over 300 submissions were received and a group of five finalists has now been selected.

Activities Planned for 1984 & 1985

1. With regard to the New England Life project, over the next twelve months the Project Director will be conducting community participation in design review of the appropriate height, massing, and materials, among other design issues. A formal environmental impact report will be prepared under the Authority's direction. We anticipate a construction start in early 1985 and completion and opening of the project in late 1986 or early 1987.
2. Selection of the successful plan for the reconstruction of Copley Square is expected by June, 1984. Because the implementation of a final selected design will reflect a public/private effort, private interests are expected to raise at least \$2.5 million of the \$4.0 million initial budget, with the State funding the balance of \$1.5 million.
3. The Prudential Center is currently considering major redesign and additions to its large complex in order to more effectively relate to Copley Place's new uses and to expansion plans of Hynes Auditorium. An overview of the schematics developed by Prudential's design consultants, Stubbins Associates/HOK Architects, will be presented to the Project and other agency personnel in early Spring - to be followed by the creation of a Civic Review effort.
4. The staff has initiated a zoning study focused on the Boylston Street commercial district. This effort will be completed by the end of 1984 and is in part the result of a commitment made to the St. James Avenue Civic Advisory Committee in conformity with the CAC's recommendations on selection of New England Life/Gerald D. Hines Interests as developers of the St. James Avenue garage parcel. This study, being undertaken with input from the major Back Bay residential and commercial groups, will evaluate the existing commercial zoning along Boylston Street. A study of Back Bay traffic, density, pedestrian movement, water table and other characteristics will be a part of this effort.

Both Prudential Insurance Company and Hynes Auditorium are planning major expansions within the next three years. The Hynes Auditorium, under the direction of the Convention Authority will file an EIR shortly with the Secretary of Environmental Affairs. The Prudential Company has recently received Corporate approval to begin detail discussions with the Authority and local civic associations on a schematic proposal for major upgrading of the Prudential Center. The BRA is currently working with both Prudential and the Massachusetts Convention Center Authority to have plans for both project reviewed with a newly formed CAC composed of upper Boylston Street, Fenway and South End Civic organizations.

DEPARTMENT: PLANNING AND SPECIAL PROJECTS

DIVISION: PLANNING

Specific Activities

A. Funding - State Capital Outlay Budget

- o Review BRA planning staff participation in securing funds from State Capital Outlay Budget - i.e., Town and Cities Program.

B. EDA 302(a) Grant

- o Prepare all Progress Reports on projects funded by grant and other documentation required for continuation of funding.
- o Prepare work programs and application forms for extensions and negotiation of new contracts.
- o Prepare all written correspondence necessary for applications including those for EDA - Washington, Philadelphia, Boston, Executive Office of Communities and Development (State Clearinghouse), and Metropolitan Area Planning Council.
- o Serve as Liaison with all relevant municipal, regional, state, and federal offices involved in A-95 review of applications.

C. East Boston Harborside Project

- o Review final Development Plan prepared by consultants.
- o Prepare financial plan to accompany Development Plan.
- o Begin preliminary and informational discussions with State on potential funding opportunities.
- o Work with Mayor's Office and City Council to capture necessary dollars for project implementation.
- o Coordinate final reviews of Development Plan with BRA staff and PAC.
- o Coordinate final publication and graphics for Development Plan.
- o Complete planning and development program and submit Development Plan to Authority and MassPort Boards in mid to late summer.
- o Serve as technical advisor to Project Advisory Committee.
- o Organize and conduct neighborhood project oriented meetings on request.
- o Manage project information flow from and to PAC and other interested parties.

- o Manage project consultant contract.
- o Coordinate project activities with MassPort.
- o Write reports, press releases, budgets, applications pertaining to project.

D. Fort Point Channel

- o Coordinate the planning staff input into design guidelines for area.
- o Establish formal PAC for area and provide staff assistance in resolving issues.
- o Work with owners, public agencies, and civic and neighborhood groups in organizing and carrying out participatory master planning process for roadway and development parcel approval.
- o Continue meetings with abutter groups and Fort Point Channel Forum.
- o Coordinate final resolution of Northern Avenue Bridge and roadway improvements.
- o Based upon urban design guidelines, formulate detailed Master Plan and analysis of current development proposals.

E. Long Wharf

- o Coordinate all project activities for Phase I improvements with HCRS.
- o Coordinate Phase II agreements and contract work with DEM, BRA, and Mayor's Office.
- o Secure final agreement for \$9 million Phase II portion of project.
- o Prepare and execute contract for consultant services for preliminary design, final design and contract documents for Phase II.

F. New England Aquarium

- o Secure agreement on Memo of Understanding between BRA and New England Aquarium for private improvements to be implemented.
- o Assist in preparing documentation relative to land takings, assessments, and improvements.

G. Kenmore Square

- o Review urban renewal proposal for new development and rehabilitation prepared by private, civic, and institutional owners.

- o Organize review process with neighborhood input for urban renewal proposal.
- o Begin formal process for preparation of urban renewal plan, if any, by establishing a Project Advisory Committee, further defining land uses, public benefits, and financial feasibility.
- o Work with institutional, commercial, and neighborhood groups in resolving parking problems.

H. Commonwealth Armory

- o Coordinate participation of planning staff and Mayor's Office on development proposals for the Armory.
- o Act as BRA liaison to City for the disposition of the Armory, ensuring public review and use of facilities.
- o Review with Mayor's Office BU/City Cooperation Agreement with BRA/ City/BU/community participation.

I. North Station

- o Carry out project planning activities to insure that MBTA Green Line study is consistent with Arena, Central Artery, and City's plans for Phase II redevelopment.

J. South End

Franklin Square

- o Coordinate staff and contractor work for the restoration of the park and prepare all written correspondence necessary for the implementation of the project.
- o Serve as liaison between the Authority and sources of funding: Brown Fund Commission, Conservation Services (administrator of grant for U.S. Dept. of the Interior, National Park Services), and Philadelphia office of National Park Services.
- o Monitor contractor work to ensure conformance with budgetary, timing, construction, and contract requirements for the project.

South End - Other

- o Carry out a traffic and parking study to inventory present conditions, project future needs and recommend traffic and parking management plans.
- o Comment on and review proposed Orange Line replacement service.
- o Monitor Southwest Corridor transit and land use as it relates to South End.

- o Review and comment on institutional parking plans, in particular Northeastern University's parking garage.
- o Work with community groups on comprehensive housing proposals to help alleviate housing shortage for low and moderate income in the South End.
- o Monitor physical improvements to neighborhood, including parks renovations, tree plantings, street improvements, and commercial developments.

K. Roxbury Heritage Park

- o Review opportunities of BRA and City staff in securing funding and carrying out preliminary planning for State Heritage Park system in Roxbury and Dorchester.

L. Olmstead Park

- o Review BRA planning staff participation in securing funds from 12-month budget currently approved for improvements to Olmstead Park system.

M. Southwest Corridor

- o Represent City interests in discussion of parcel development.
- o Parcel 18 Task Force meetings.
- o Work with institutional and state representatives on integration of Corridor with surrounding communities, including Dudley Station, the State Heritage Park, Boston State Hospital, and the adjacent communities.
- o Act as City planning advisor to neighborhood meetings.

N. Institutional Planning and Development

Massachusetts General Hospital

- o Review PDA amendment submission of a \$150 million two-tower replacement bed facility.
- o Negotiate linkage agreement providing a \$5 million payment to the City's Neighborhood Housing Trust.

Boston State Hospital Site

- o Coordinate, at request of State Division of Capital Planning, review of a proposed Development Plan and organize citizen participation process.

Suffolk University

- o Provide, at request of Board of Appeals, Design Review and evaluation of building operation guidelines of a new building containing a gym for Suffolk University in coordination with Beacon Hill Civic Association.

Tufts New England Medical Center

- o Renegotiate payment-in-lieu agreement with Tufts to provide additional cash payments to City.

Northeastern University

- o Coordinate review and approvals of a revised Master Plan, including proposed construction of a 1000-car garage and the lease of BRA parcels for temporary parking.

Brigham and Women's Hospital

- o Review disposition of Huntington Avenue property, a former nurse's residence, to ensure that community needs are met.

DEPARTMENT: PLANNING AND SPECIAL PROJECTS

DIVISION: ZONING

Specific Activities

The Zoning Section anticipates the following major project activities in fiscal 1985:

- o Rezoning of Southwest Corridor, particularly the parcels of land acquired but not needed for the new transit line.
- o Establishment of Development Plans and Planned Development Areas for:
 - Fort Hill Square
 - St. James Place (New England Mutual - south side of Boylston St.)
 - South Boston Piers 1, 2, 3, and 4.
- o Processing of unknown number of Development Impact Project Plans (re: "linkage").
- o A text change dealing with a Transportation Access Plan requirement for large-scale projects.
- o Participation in Back Bay Commercial Study.

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